

The following protocol offers guidance on how to develop a process for actively distributing leadership for school improvement planning using data from the Comprehensive Assessment of Leadership for Learning (CALL).

**Step One: Identifying What Needs to be Done**

1. Ways to cut into CALL data
  - a. CALL Areas in Need of Improvement
  - b. Subdomains with low ratings
  - c. Subdomains associated with target initiatives in your school/district
2. Use Guide for Discussing CALL Data
3. To what extent are these practices already happening?

**Step Two: Identifying Who Will Lead**

1. Top-Down
2. Emergent
3. Leader Tapping
  - a. Are there formal or informal leaders in your school building who possess the qualities to lead a particular practice?
  - b. Qualities to consider:
    - i. Known skill-set
    - ii. Known experience
    - iii. Willingness to develop skill set
  - c. Factors to Consider When Identifying Who Will Lead
    - i. Size & Complexity
    - ii. Existing Leadership Structures (departments, grade-level leaders, administrators...)
    - iii. Leadership Team Construction

**Step Three: Develop a Plan for That Particular Leader**

1. Vision (mentality)
2. Goals (concrete specifics)
3. Process—steps
  - a. CALL Item-level
  - b. Strategies and Suggestions
  - c. Local resources
  - d. Build your own
4. Team
5. Consensus-building
6. Timeframe
7. Assess effectiveness

**Step Four: Role of Principal**

1. Public backing
2. Professional support
  - a. Conflict resolution
  - b. Leading meetings
  - c. Identify and eliminate barriers